United Nations A/63/6 (Prog. 24)

General Assembly

Distr.: General
31 March 2008

Original: English

Sixty-third session
Item 122 of the preliminary list*
Programme planning

Proposed strategic framework for the period 2010-2011

Part two: biennial programme plan

Programme 24
Management and support services

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* A/63/50.

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Overall orientation

24.1 The overall purpose of the programme, the responsibility for which is vested in the Department of Management and the administrative services of the United Nations Office at Geneva, the United Nations Office at Vienna and the United Nations Office at Nairobi, is to enhance the accountability and the efficiency and effectiveness of the Organization in managing its resources in three broad management areas, namely, finance, human resources and support services, including procurement and infrastructures; to provide support services to the intergovernmental processes of the Organization; to secure financing for the mandated programmes and activities of the Secretariat; and to support the implementation of those programmes and activities.

24.2 The programme derives its mandates from relevant articles of the Charter of the United Nations, specifically Articles 8, 17, 97, 100 and 101, as well as the Financial Regulations and Rules of the United Nations, the Staff Regulations and Rules, the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation, General Assembly resolutions 41/213 and 42/211 and the successive annual resolutions on the review of the efficiency of the administrative and financial functioning of the United Nations, as well as resolutions 52/12 A and B, 57/300, 58/269, 60/1, 60/260 and 60/283, addressing issues of the reform and revitalization of the Organization, and other relevant resolutions.

24.3 The programme is also focused on implementing key management reform measures approved by the General Assembly, with the support of a communications strategy that ensures that Member States, managers and staff are fully informed of and participate in the efforts to ensure a more effective and results-oriented Organization.

24.4 The Department of Management, in close coordination with the administrative services of offices away from Headquarters, will aim to ensure that all new or revised management policies, procedures and internal controls meet or exceed the expectations of Member States as reflected in the resolutions and decisions of the General Assembly, as well as in the relevant regulations and rules of the United Nations. The capacity of managers to deliver mandated programmes will be strengthened through improved management training, more focused programme planning, more effective use of results-based management and regular and systematic monitoring and evaluation practices. Accountability of senior managers will be facilitated through the support of the Management Performance Board and the administration of the senior managers' compacts. In addition, the Department will support the Management Committee in carrying out its responsibilities concerning the implementation of oversight body recommendations and in ensuring that material weaknesses and other major weaknesses in internal control identified by the oversight bodies are addressed and that remediation plans are in place.

24.5 Human resources management reform will continue to reflect the multicultural environment of the Organization and will be implemented to empower staff, increase their flexibility and mobility in adapting to the priorities of the Organization and enhance their ability to carry out their work more effectively. The Department will continue to support and strengthen the integration of the gender

perspective and geographical representation into the work of the Organization, in fulfilment of its leading role in implementing gender-sensitive policies.

24.6 The Department, in close coordination with the administrative services of offices away from Headquarters, will continue to play an important role in the implementation of the information and communications technology strategy for the Secretariat to take full advantage of the potential of those technologies to support management reform and promote more efficient and effective ways of working. One significant initiative will be the introduction of an enterprise resource planning system that will serve as an integrated global information system for the Secretariat worldwide, enabling the effective management of human, financial and physical resources, and that will be based on streamlined work processes. The enterprise resource planning system will be critical for the introduction and implementation of the International Public Sector Accounting Standards.

24.7 As a result of the adoption by the General Assembly of resolutions 61/261 and 62/228, the Department will play a different role in the system of administration of justice. The new system, which is expected to take full effect on 1 January 2009, has an important new feature — a mandatory "management evaluation" of all contested administrative decisions, which is to be undertaken in the Department of Management within prescribed time limits, with corrective action taken where necessary. This step complements efforts to strengthen management accountability and promote the swift and timely resolution of disputes. The Department will continue to represent the Organization, through the Office of Human Resources Management, in appeals and disciplinary cases.

24.8 The Department will also manage the historic renovation of the United Nations Headquarters complex in New York. The capital master plan, as the project is known, will entail a complete renovation of the complex and result in a modern, safe and energy-efficient Headquarters for the Organization. The five-year project is expected to be in the construction phase during the period 2010-2011, with ongoing renovation under way at that time in the Secretariat, General Assembly and Conference Buildings.

24.9 Moreover, the Department will maintain its leadership role within the United Nations common system. By partnering with other organizations of the system, it will strengthen existing common and joint services and expand and develop new common and joint services among United Nations entities when such services would be more efficient and cost-effective than existing decentralized arrangements.

24.10 Furthermore, the Department will provide substantive and/or technical secretariat support to the Administrative and Budgetary (Fifth) Committee, the Committee for Programme and Coordination, the Committee on Contributions, the Advisory Committee on Administrative and Budgetary Questions, the Board of Auditors and the Independent Audit Advisory Committee.

A. Headquarters

Subprogramme 1*
Management services, administration of justice and services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination

(a) Management services**

Objective of the Organization: to improve management capacity and administrative services throughout the Secretariat as a means of enhancing effectiveness, efficiency, accountability and transparency

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved Secretariat management policies, procedures and internal controls that fully comply with legislative mandates and relevant regulations and rules	(a) Full compliance of all new and revised management policies, procedures and internal controls with legislative mandates and relevant regulations and rules
(b) Elimination of internal control and material weaknesses identified by audit bodies within the Organization	(b) An increased percentage of recommendations of audit bodies concerning internal control are fully implemented; material weaknesses and reportable conditions are identified, and remediation plans are in place
(c) Improved business processes	(c) (i) Improvement in the timeliness of business processes (reduction in the number of months, weeks or days required) (ii) Increased number of efficiency gains resulting from business process improvements
(d) Improved methods, tools and techniques to assess efficiency and productivity in key management and services functions	(d) Increased quantifiable efficiency and productivity gains in key management and services functions reported to the General Assembly, resulting from improved methods and tools utilized by the Secretariat to assess efficiency and productivity

* The Department of Management at Headquarters is solely responsible for the implementation of subprogramme 1.

** Separate proposals relating to the accountability framework, the enterprise risk management and internal control framework and the results-based management framework contained in the report of the Secretary-General (A/62/701 and Add.1 and Corr.1) are still under consideration by the General Assembly. Pending decisions thereon by the Assembly, proposed related revisions to the biennial programme plan and priorities in respect of programme 24, subprogramme 1, have not have been incorporated into the present document.

(e) Increased efficiency in the review of contracts awarding and disposal of assets with fairness, integrity and transparency and in compliance with the relevant rules and regulations	(e) (i) Decreased average amount of time required for the handling of cases by the Headquarters Committee on Contracts (ii) Increased number of cases handled by the Headquarters Property Survey Board

Strategy

24.11 This component of the subprogramme is the responsibility of the Office of the Under-Secretary-General for Management. The subprogramme will play a key role in the promotion of good management practices across the Secretariat and in the introduction of new administrative policies, processes and procedures that comply fully with legislative mandates and the relevant regulations and rules. The Office will focus on effective communication with Member States and within the Secretariat on management reform and policy issues and on monitoring, assessing and reporting on the impact of management reforms. Accountability of senior managers will be facilitated through the support of the Management Performance Board and the administration of senior managers' compacts. In addition, the Office will review oversight body findings and recommendations, identify material weaknesses and reportable conditions and follow up on the status of implementation of recommendations and the adoption of remediation plans. The subprogramme also includes the secretariat of the Headquarters Committee on Contracts, which will support the work of the Committee, which makes recommendations to the decision maker on proposed procurement actions over a specific threshold, and the secretariat of the Headquarters Property Survey Board, which will support the work of the Board, which makes recommendations on proposed actions on disposal of the United Nations property and assets.

(b) Administration of justice: management evaluation component

Objective of the Organization: to ensure that there is greater personal accountability for decision-making and that flawed administrative decisions do not proceed to litigation in the formal system of administration of justice

Expected accomplishments of the Secretariat	Indicators of achievement
Increased ability to monitor delegated authority for management-related decisions as well as increased managerial accountability	(i) Timely response to management evaluation requests, within the prescribed 30- and 45-day time limits (ii) Reduced number of improper or incorrect decisions within the various offices and departments of the United Nations Secretariat (iii) Reduced number of cases proceeding to the United Nations Dispute Tribunal for formal litigation

Strategy

24.12 This component of the subprogramme is the responsibility of the Office of the Under-Secretary-General for Management. Individual requests for an evaluation of contested decisions before cases proceed to litigation will be undertaken within the prescribed 30- and 45-day time limits. Management evaluation will be the final step in the process of determining whether a mistake has been made or an irregular action taken, before the case proceeds to the first level of judicial review. That would give management an opportunity to correct itself, where necessary, and to hold decision makers accountable in cases where an improper decision has been taken. Adequate accountability measures will be established to ensure that individuals and the Organization are held accountable for their actions in accordance with the relevant resolutions and regulations.

(c) Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination

Objective of the Organization: to facilitate deliberations and decision-making by the Fifth Committee and the Committee for Programme and Coordination

Expected accomplishments of the Secretariat	Indicators of achievement
Improved communication on organizational and procedural aspects of meetings as well as enhanced substantive, technical and secretariat support to the Member States and other participants in the meetings	(i) Timely preparation and submission to the General Assembly of the programmes of work and the final reports of the Fifth Committee and the Committee for Programme and Coordination (ii) Reduced number of complaints by representatives of Member States of the Fifth Committee and the Committee for Programme and Coordination concerning the conduct of meetings and the level and quality of substantive and technical secretariat services

Strategy

24.13 This component of the subprogramme is the responsibility of the secretariat of the Administrative and Budgetary Committee of the General Assembly and the Committee for Programme and Coordination. The strategy to achieve the objective will include:

(a) Proactive assistance to the chairpersons and bureaux of the Fifth Committee and the Committee for Programme and Coordination in strengthening and revitalizing their work. Provision of analytical and historical information on their proceedings with a view to developing appropriate proposals on the methods of work for review by the bodies concerned;

(b) Proactive assistance to representatives of Member States on all matters relating to the effective scheduling and conduct of meetings, including the provision of an advance programme of work and the timely issuance of reports and communications.

Subprogramme 2
Programme planning, budget and accounts

(a) Programme planning and budgeting

Objective of the Organization: to secure the resources required for the financing of the mandated programmes and activities of the Secretariat and to improve management of the utilization of those resources

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved reporting to Member States on issues relating to the programme budget and budgets of the criminal tribunals	(a) (i) Increased percentage of reports and supplementary information submitted by the documentation deadlines
	(ii) Increased number of secretaries of intergovernmental bodies and of the Advisory Committee on Administrative and Budgetary Questions expressing satisfaction with the clarity, quality and completeness of budgetary documents and of the supplementary information provided
(b) Improved monitoring of resources for the programme budget and budgets of the criminal tribunals, and extrabudgetary activities	(b) (i) Reduced unliquidated obligations as a percentage of final appropriation
	(ii) Reduced percentage variance between extrabudgetary allotments and expenditures
(c) Improved client services	(c) (i) Reduction in the turnaround time for the issuance of extrabudgetary allotments
	(ii) Increased percentage of respondents to client surveys who rate the guidance provided by the Programme Planning and Budget Division on budgetary procedures and processes as at least "good" or "very good"
	(iii) Increased percentage of respondents to client surveys who rate the ease of access to budgetary information as at least "good" or "very good"

Strategy

24.14 This component of subprogramme 2 is the responsibility of the Programme Planning and Budget Division of the Office of Programme Planning, Budget and Accounts. During the plan period, the focus will be on:

(a) Developing and implementing policies, procedures and methodology, consistent with the Financial Regulations and Rules of the United Nations and the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation, on matters relating to the programme budget and extrabudgetary resources, and providing guidance to departments/offices in respect thereto;

(b) Preparing and presenting to the legislative bodies the Secretary-General's budget outline; biennial programme budgets, including budgets of special political missions and budgets of the criminal tribunals; budget performance reports; and other reports on budgetary matters, including statements of programme budget implications of new activities, as well as revised or supplementary programme budget proposals;

(c) Continuing the facilitation of deliberations and decision-making on planning and budgetary issues by the General Assembly and its relevant subsidiary organs through the provision of substantive services on programme and budgetary issues;

(d) Enhancing control reporting systems and procedures relating to the implementation of programme budgets and extrabudgetary funds to ensure the economical and proper use of resources;

(e) Improving services to clients, both within and outside the Secretariat, by leveraging technology to simplify administrative processes and through continued emphasis on the development of the staff's substantive, technical and managerial skills;

(f) Continuing the monitoring of compliance by offices in receipt of specific delegations of authority in budgetary matters;

(g) Improving current procedures for the administration of extrabudgetary funds, including further improving the timeliness of responses to client departments and offices.

(b) Financial services relating to peacekeeping operations

Objective of the Organization: to secure the resources for the financing of peacekeeping operations and to ensure the efficient and effective administration and management of peacekeeping operations

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved monitoring and control of the peacekeeping budgets	(a) Increased budget implementation rate as a percentage of appropriations
(b) Increased timeliness of payments to troops	(b) Liabilities for troops do not exceed three months

Strategy

24.15 This component of subprogramme 2 is the responsibility of the Peacekeeping Financing Division of the Office of Programme Planning, Budget and Accounts. The Division will continue to develop and implement policies and procedures that are consistent with the Financial Regulations and Rules of the United Nations with

respect to peacekeeping activities. The presentation of budgets, performance and special reports will be improved and include results-based frameworks, where applicable, and resource requirements and expenditure information made more transparent. Cash positions and expenditures will be closely monitored. Advice on budgetary policies, methodologies and tools, as well as on training and guidance, will be provided to all peacekeeping missions. The Division will continue to facilitate, through the provision of substantive services, deliberations and decision-making by the General Assembly and its relevant subsidiary organs on budgetary matters related to peacekeeping.

(c) Accounting, contributions and financial reporting

Objective of the Organization: to further improve the quality of financial statements and client satisfaction with services provided, and to secure financing for the expenses of the Organization pursuant to Article 17 of the Charter of the United Nations and improve the application of related decisions

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved integrity of financial data	(a) (i) A positive audit opinion of the Board of Auditors on financial statements
	(ii) No more than two significant adverse audit findings related to other financial matters
(b) Timely and accurate financial transactions	(b) (i) Increased percentage of payments processed and transactions recorded within 30 days of receipt of all appropriate documents
	(ii) The reconciliation of bank accounts within 30 days of month's end
(c) Insurance policies that have increased benefits for the Organization	(c) Number of improvements or beneficial adjustments made to terms of insurance policies
(d) Informed decision-making by Member States on issues related to the scale of assessments, the basis for financing peacekeeping activities and the status of contributions	(d) (i) Maintenance of the percentage of monthly reports on the status of contributions issued by the end of the following month
	(ii) Increased percentage of pre-session documentation relating to the scale of assessments and the basis of financing of peacekeeping operations submitted by the documentation deadlines

(e) Timely assessments on Member States based on decisions of the General Assembly	(e) Maintenance or increased percentage of notifications of assessments issued within 30 days of the relevant decisions of intergovernmental bodies, as specified in rule 103.1 of the Financial Regulations and Rules of the United Nations

Strategy

24.16 This component of subprogramme 2 is the responsibility of the Accounts Division of the Office of Programme Planning, Budget and Accounts. Emphasis will be placed on leveraging technology to improve the processing of financial transactions, client services and the quality and availability of timely and accurate financial information. Efforts to simplify administrative processes will continue. The Accounts Division will participate actively in the continued implementation of the selected enterprise resource planning system. It will also carry out activities aimed at ensuring the successful implementation of the International Public Sector Accounting Standards. The Contributions Service of the Division will provide effective support to the Committee on Contributions and the General Assembly in the process of reaching agreement on the scale of assessments for the period 2010-2012 and on the basis for financing peacekeeping activities for that period, and it will ensure the timely issuance of assessments and information on the status of assessed contributions. The Division will continue to ensure the proper application of the Financial Regulations and Rules of the United Nations and of established policies and procedures relating to accounting matters.

(d) Treasury services

Objective of the Organization: to ensure the prudent investment of funds and to improve cash-management actions

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Continued prudent stewardship of funds	(a) (i) The return on the United States dollar investment pool is equal to or above the 90 day United States Treasury bill rate of return (ii) The return on the euro investment pool is equal to or above the Euro OverNight Index Average (EONIA) rate of return
(b) Improved efficiency and security of the payment system	(b) (i) Maintenance of a loss-free record in safeguarding financial resources (ii) Increased percentage of automatic disbursements through the Society for Worldwide Interbank Financial Telecommunication (SWIFT) (iii) Reduced number of bank accounts

Strategy

24.17 This component of subprogramme 2 is the responsibility of the Treasury of the Office of Programme Planning, Budget and Accounts. The focus will be on enhancing the reliability of internal controls; further developing the systems for investment and cash management, including through efforts to reduce the number of bank accounts; and increasing the proportion of payments effected through electronic and other secure means.

(e) Financial information operations

Objective of the Organization: to improve the efficiency of financial business processes

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Consistency of the operational requirements strategy of the Office of Programme Planning, Budget and Accounts with the International Public Sector Accounting Standards and the enterprise resource planning system	(a) (i) Percentage of the Office of Programme Planning, Budget and Accounts operational requirements incorporated seamlessly with the International Public Sector Accounting Standards and the enterprise resource planning system (ii) Increased percentage of information on extrabudgetary resources integrated into the financial information system
(b) Adequate backup support resources for all critical Office of Programme Planning, Budget and Accounts systems	(b) Reduced percentage of service support requests that are not completed within the allocated time frame
(c) Enhanced financial management reports	(c) Increased percentage of respondents to client surveys who rate the ease of access to financial information as at least "good" or "very good"

Strategy

24.18 This component of subprogramme 2 is the responsibility of the Financial Information Operations Service of the Office of Programme Planning, Budget and Accounts. During the plan period, the focus will be on providing operational support to the Office of the Controller and to all divisions within the Office of Programme Planning, Budget and Accounts. The Service will seek to enhance the operation of its functions, establish backup resources to provide operational support for critical systems and develop a coherent vision and information technology strategy that is consistent with the International Public Sector Accounting Standards and the enterprise resource planning system. The Service will coordinate services; establish standard system platforms and tools; ensure that sufficient controls are implemented across all critical systems; continue to review and compile current Office of Programme Planning, Budget and Accounts business requirements in order to streamline processes; actively participate in the continued implementation of the enterprise resource planning system; and ensure that significant system

developments are supportive of the International Public Sector Accounting Standards and the enterprise resource planning system implementation.

Subprogramme 3
Human resources management

(a) Policy and strategic planning

Objective of the Organization: to elaborate a strategic framework on human resources through policies and planning designed to realign the workforce profile of the Secretariat to meet evolving organizational needs while promoting increased transparency, responsibility and accountability, to establish benchmarks and to improve conditions of service to attract and retain staff

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved human resources planning	(a) Increased number of departments/offices that achieve at least 70 per cent of their objectives in departmental human resources action plans
(b) Improved monitoring of delegated authority in human resources	(b) Increased percentage of departments and offices expressing satisfaction with support provided in the implementation of monitoring recommendations

Strategy

24.19 This component of subprogramme 3 is the responsibility of the Policy and Strategic Planning Division of the Office of Human Resources Management. Pursuant to the relevant General Assembly resolutions, the most recent of which is resolution 61/244, particular attention will be paid to policy and integrated support services in the areas of human resources planning, information management and the monitoring of delegated authority. Emphasis will be placed on ensuring quality support and guidance in the formulation of human resources policy, in particular in the strengthening of organizational capacity and performance; institutionalizing human resources planning, including succession planning and strategic workforce planning; and strengthening the monitoring function. Particular attention will be paid to the development of proposals to the General Assembly on human resources management policies; the enhancement of coordination with other organizations of the United Nations common system with respect to the implementation of system-wide policies regarding salaries, allowances and conditions of service of staff as established by the General Assembly and the International Civil Service Commission; and the provision of advisory services in respect of Secretariat staff worldwide.

(b) Recruitment and staffing

Objective of the Organization: to support the sound management of human resources in the Organization and, with respect to staffing, to pay due regard to the principle of equitable geographical distribution in accordance with Article 101, paragraph 3, of the Charter of the United Nations

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved recruitment, placement and promotion as well as facilitation of greater geographical representation and gender balance of staff	(a) (i) Increased number of departments and offices that conduct systematic succession planning
	(ii) Increased number of departments that, in partnership with the Office of Human Resources Management, apply strategic recruitment and achieve recruitment targets towards improving geographical distribution and gender balance
	(iii) Increased number of nationals from unrepresented and underrepresented Member States, in particular developing countries, in the Secretariat
	(iv) Reduction in the average number of days a post remains vacant in the Secretariat
(b) Increased number of young professionals available for recruitment, including as a result of improved and more extensive outreach	(b) Increased number of qualified candidates identified through competitive examinations for the Secretariat as a whole
(c) Improved services, support and advice provided to staff and departments/offices	(c) (i) Increased percentage of staff serviced at United Nations Headquarters expressing satisfaction for administrative services received
	(ii) Increased percentage of Executive Offices and Directors of Administration (at offices away from Headquarters) expressing satisfaction with support and advice provided

Strategy

24.20 This component of subprogramme 3 is the responsibility of the Recruitment and Staffing Division of the Office of Human Resources Management. The component supports the Secretary-General's ongoing reform effort aimed at the development of a more productive, flexible and results-oriented Organization, as described in his report entitled "Investing in people" (A/61/255 and Add.1 and Add.1/Corr.1) and as guided by Member States in General Assembly resolution

61/244. It supports the sound management of the Organization through recruitment of the right staff, at the right time, for the right place throughout the global Secretariat; provides advice and support to managers and staff; and supports the efficient delivery of staff administration services. Emphasis will be placed on quality support, including capacity-building, and guidance in the implementation of human resources policies to ensure consistency of application; improving organizational performance to meet mandates of the General Assembly, in particular on geographical distribution and gender balance; proactive and targeted recruitment strategies; speeding up selection and recruitment; re-engineering staff administration processes; strengthening client orientation and communication; and strengthening the role of information technology in recruitment and staffing. The Division will pursue efforts to ensure consistent organizational standards in recruitment and staffing based on strategic workforce planning. It will strengthen partnerships with Member States, departments and other organizations to conduct outreach campaigns and identify high-quality candidates. It will promote the full utilization of existing rosters, implement measures to improve geographical distribution and gender balance in the global Secretariat and conduct competitive examinations for recruitment to the Professional category, as well as other examinations, tests and assessments. For departments and offices located in New York, the Division will focus on enhancing its services as it continues to provide support to management and staff on human resources management policies, operational processes and procedures, and staff administration.

(c) Learning and development

Objective of the Organization: to promote organizational culture change in the Secretariat and to build a multi-skilled, versatile and mobile staff so as to address new requirements and needs

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved versatility of staff	(a) (i) Increased staff participation in and successful completion of learning and career development programmes managed by the Office of Human Resources Management (ii) Increase in the average number of training and other staff development activities per staff member
(b) Improved working environment	(b) Increased percentage of staff expressing satisfaction with the working environment, including with programmes that encourage and support mobility

Strategy

24.21 This component of subprogramme 3 is the responsibility of the Learning and Development Division of the Office of Human Resources Management. The Division will focus on developing the current and future human resources of the Organization by strengthening the integration of the core and managerial competencies into all human resources systems, including recruitment, performance

appraisal, career development and training; managing the Organization's staff development programmes; providing support for the career development of staff; implementing mechanisms to encourage mobility to meet organizational needs and to foster a more versatile, multi-skilled workforce; enhancing performance management; supporting staff in balancing their professional and personal lives; and providing staff counselling and advisory services. Emphasis will be placed on working in partnership with programme managers to carry forward the human resources management reform programme to foster the excellence of the Organization's workforce.

(d) Medical services

Objective of the Organization: to promote and maintain the health of staff, taking account of their medical status and working environment, in order for them to carry out their duties

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved staff health-care services, including rapid and effective medical response to workplace accidents and illness	(a) (i) Increased percentage of clients expressing satisfaction with services rendered
	(ii) Maintenance of average waiting time for clients visiting the walk-in clinics of 10 minutes or less
(b) Increased awareness of staff regarding health issues	(b) Increased number of staff participating in health-promotion activities
(c) Improved support for United Nations medical facilities at field duty stations	(c) (i) Increased satisfaction with support provided to the United Nations medical facilities in the field
	(ii) Increased number of recommendations of regional liaison meetings of United Nations physicians implemented
(d) Faster medical clearances, taking advantage of modern information technology	(d) Faster processing of medical clearances

Strategy

24.22 This component of subprogramme 3 is the responsibility of the Medical Services Division of the Office of Human Resources Management. In working towards the objective of the subprogramme, the Division will continue to provide clinical and health-promotion services to New York-based staff of the United Nations and its funds and programmes, supporting staff access to adequate health care in the most cost-effective manner, advising management on staff benefit programmes and other medico-administrative matters, and regularly updating medical standards and health policies and coordinating them for United Nations system-wide use. The Division will also emphasize the development of some of its functions to further align its activities with the current priorities of the Organization. This will include particular attention to the managerial mechanisms required to

address medical needs related to the expanding worldwide field presence of United Nations staff. There will be a further focus on providing mental-health services as part of comprehensive health care; enhancing efforts to ensure the implementation of the medical aspects of the United Nations personnel policy on HIV/AIDS, including access to care and treatment; further simplifying, streamlining and delegating medico-administrative activities to offices away from Headquarters; implementing worksite wellness and prevention programmes; and further developing the implementation of the new occupational health information management system, including the electronic patient record system, to improve the delivery of services; expanding health-promotion and prevention programmes; contributing medical inputs to business continuity planning, including regular updating of the medical aspects of the United Nations contingency plans for an influenza pandemic and collaborating with the host city for a coordinated response. The Medical Services Division will continue to enhance its electronic occupational health management system to further improve the delivery of high-level health care to United Nations field staff and increase its efficiency in the performance of medico-administrative functions.

Subprogramme 4
Support services

(a) Information and communications technology services

1. Objective of the Organization: to ensure that information and communications technology services support the operational goals of the Organization efficiently and effectively

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved alignment of information and communications technology initiatives with the Organization's operational objectives	(a) (i) Increased support to business processes (ii) Increased number of information and communications technology initiatives that are in line with the information and communications technology strategy
(b) Improved timeliness and effectiveness of information and communications technology acquisition and implementation processes	(b) Increased proportion of systems and services meeting business needs
(c) Increased efficiency and effectiveness in delivering and supporting information and communications technology applications, systems and services	(c) Increased number of services meeting expected service levels
(d) Increased responsiveness in closing operational gaps	(d) (i) Increased number of services provided according to industry best practices, as determined by organizations such as the International Organization for Standardization and similar bodies

	(ii) Increased coverage of business-critical processes in the information technology business continuity plan

2. Objective of the Organization: to facilitate the achievement of the strategic goals of the Organization through information and communications technology

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved capability of the Organization in the area of the management and provision of services	(a) Increased number of services automated
(b) Enhanced support for substantive programmes in meeting the development goals of the Organization	(b) Increased number of substantive projects developed and implemented

Strategy

24.23 The subprogramme is the responsibility of the Information Technology Services Division of the Office of Central Support Services, under the strategic direction of the Chief Information Technology Officer. The emphasis of the work programme, as described below, will be in accordance with the information and communications strategy as may be approved by the General Assembly:

(a) Leading the implementation of a global information and communications technology governance framework and approach that defines the methodology and process to be followed for monitoring the performance and maturity level of information and communications technology services and their contribution to the achievement of organizational goals;

(b) Translating the Organization's functional and operational requirements into the effective and efficient acquisition and implementation of information and communications technology solutions, including the enterprise resource planning system, with a focus on improving the management of information and resource planning;

(c) Identifying service requirements and defining commensurate delivery and support activities;

(d) Defining comparable levels of performance with industry benchmarks and monitoring performance;

(e) Promoting the use of open-source software in the United Nations Secretariat.

(b) Other support services

Objective of the Organization: to ensure efficient, effective and high-quality support in the areas of procurement, facilities management, travel and transportation and archives and records management

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved efficiency of facility services in accordance with users' requirements	(a) Increased proportion of services provided in accordance with service-level agreements with users
(b) Maintenance of efficient and cost-effective travel, visa and transportation services to the Organization at Headquarters	(b) Maintenance of savings achieved relative to the full cost of travel
(c) Improved management of Secretariat's record-keeping	(c) Increased percentage of offices implementing record-keeping standards in the Secretariat
(d) Improved level of readiness on the part of the Secretariat to continue critical operations in case of a disaster	(d) Increased number of organizational units within the Secretariat that have developed and tested their business continuity plan
(e) Enhanced level of quality and timeliness in the acquisition of goods and services	(e) (i) Increased percentage of respondents expressing satisfaction with the procurement service (ii) Reduction in procurement processing time
(f) Improved access by and participation of vendors from developing countries and countries with economies in transition in United Nations procurement	(f) Increased procurement from vendors from developing countries and countries with economies in transition in United Nations procurement

Strategy

24.24 The subprogramme is the responsibility of the Facilities and Commercial Services Division of the Office of Central Support Services. It will face particular challenges during the biennial period, which will coincide with the implementation of the capital master plan. The areas most affected will be the facilities management, record-keeping and commercial operations. Given those exceptional circumstances, the emphasis of the work programme will be on:

(a) Coordinating staff moves and the provision of building services to all premises at Headquarters, including swing spaces, in order to minimize disruptions and ensure a safe working environment for all occupants during the refurbishment of the Secretariat building;

(b) Improving, to the extent possible, the efficiency of facility services delivery through the full implementation of the customer relationship management system and real-time monitoring of key performance indicators;

(c) Maintaining efficient and cost-effective travel and transportation services, in particular through best practices and close cooperation and benchmarking with other United Nations system organizations;

(d) Improving the management of the Secretariat's record-keeping standards through the development of a governance framework for record-keeping and the provision of advisory services to facilitate staff moves during the capital master plan process and to support the implementation of standards throughout the Organization;

(e) Expanding areas in procurement where systems contracts can be employed effectively and further improving the quality of procurement actions and the time required to process them through increased automation and the further rationalization of the procurement process;

(f) Improving the efficiency of the mail operations through further automation, including the upgrade and expansion of the mail-tracking system;

(g) Formulating, adopting and implementing a multi-year business continuity strategy and programme management plan;

(h) Development and implementation of procurement policies, rules and procedures to strengthen internal control measures and undertake fiduciary roles with full accountability in the support of procurement activities.

B. United Nations Office at Geneva*

Subprogramme 2
Programme planning, budget and accounts (Geneva)

Objective of the Organization: to ensure sound, effective and efficient financial management of United Nations assets under the purview of the United Nations Office at Geneva

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved monitoring and control of the programme budget and extrabudgetary resources	(a) (i) Reduced unliquidated obligations as a percentage of final appropriation
	(ii) Reduced percentage variance between extrabudgetary allotments and expenditures
(b) Improved client services	(b) (i) Reduction in the turnaround time for the issuance of extrabudgetary allotments
	(ii) Increased percentage of respondents to client surveys who rate the quality of services as at least "good" or "very good"
(c) Improved integrity of financial data	(c) (i) A positive audit opinion of the Board of Auditors on financial statements

* The Department of Management at Headquarters is solely responsible for the implementation of subprogramme 1.

	(ii) The absence of significant adverse audit findings related to other financial matters
(d) Effective treasury services	(d) Increased percentage of automatic disbursements through SWIFT
(e) Timely and accurate financial transactions	(e) (i) Increased percentage of payments processed and transactions recorded within 30 days of receipt of all appropriate documents
	(ii) Reconciliation of bank accounts within 30 days of month's end

Strategy

24.25 The subprogramme is the responsibility of the Financial Resources Management Service. The strategy to be employed to achieve the objective will include:

(a) Participating in the formulation of and keeping abreast of changes and developments in the United Nations policy on budget, finance, treasury and related areas, in particular as regards the new enterprise resource planning system and the International Public Sector Accounting Standards;

(b) Closely liaising with Headquarters and communicating with and advising, in a timely manner, the entities serviced by the United Nations Office at Geneva in respect of financial management;

(c) Reviewing, on a regular basis, the workflow procedures in order to identify ways of ensuring more effective financial management as well as efficient work processes;

(d) Conducting, as part of ongoing activities, risk assessment, introducing mitigating actions or strengthening systems of control;

(e) Ensuring strict compliance with the Financial Regulations and Rules and the financial policy of the United Nations.

Subprogramme 3
Human resources management (Geneva)

Objective of the Organization: to maintain a high-quality human resources management system at the United Nations Office at Geneva

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved services, support and advice provided to staff and United Nations entities serviced by the United Nations Office at Geneva	(a) (i) Increased percentage of staff serviced at the United Nations Office at Geneva expressing satisfaction with administrative services received

	(ii) Increased percentage of United Nations entities serviced by the United Nations Office at Geneva expressing satisfaction with support and advice provided
(b) Increased versatility of staff	(b) (i) Increase in the staff mobility index
	(ii) Increase in the average number of training and other staff development activities per staff member
(c) Improved working environment	(c) Increased percentage of staff expressing satisfaction with the working environment, including with programmes that encourage and support mobility
(d) Improved staff health-care services	(d) (i) Increased percentage of clients expressing satisfaction with services rendered
	(ii) Decreased average waiting time for clients visiting the walk-in clinic
	(iii) Increased level of satisfaction expressed by entities participating in the United Nations Office at Geneva Joint Medical Service

Strategy

24.26 The subprogramme is the responsibility of the Human Resources Management Service. The Service will focus on (a) implementing the Secretary-General's programme of human resources reform; (b) improving services in the areas of staff selection and administration, staff development and learning activities in the areas of career development and support, competency and skill development; (c) providing appropriate medical services, including health and wellness programmes, to increase awareness on the part of programme managers and the staff of the Organization's medical standards and policies, thereby promoting staff health and aligning the services provided with the current priorities of the Organization and the clients it serves.

Subprogramme 4
Support services (Geneva)

(a) Information and communications technology services

1. Objective of the Organization: to ensure that information and communications technology services support the operational goals of the Organization efficiently and effectively

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved alignment of information and communications technology initiatives with the Organization's operational objectives	(a) (i) Increased support for business processes (ii) Increased number of information and communications technology initiatives that are in line with the information and communications technology strategy
(b) Improved timeliness and effectiveness of information and communications technology acquisition and implementation processes	(b) Increased proportion of systems and services meeting business needs
(c) Increased efficiency and effectiveness in delivering and supporting information and communications technology applications, systems and services	(c) Increased number of services meeting expected service levels
(d) Increased responsiveness in closing operational gaps	(d) (i) Increased number of services provided according to industry best practices, as determined by organizations such as the International Organization for Standardization and other similar bodies (ii) Increased coverage of business-critical processes in the information technology business continuity plan

2. Objective of the Organization: to facilitate the achievement of the strategic goals of the Organization through information and communications technology

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved capability of the Organization in the area of the management and provision of services	(a) Increased number of services automated
(b) Enhanced support for substantive programmes in meeting the development goals of the Organization	(b) Increased number of substantive projects developed and implemented

Strategy

24.27 The information and communications technology services component of the subprogramme is the responsibility of the Information and Communication Technology Service. It will focus on:

(a) Implementing a global information and communications technology governance framework and approach that define the methodology and process to be followed for monitoring the performance and maturity level of information and communications technology services and their contribution to the achievement of the Organization's goals;

(b) Translating the Organization's functional and operational requirements into the effective and efficient acquisition and implementation of information and communications technology solutions;

(c) Identifying service requirements and defining commensurate delivery and support activities;

(d) Defining comparable levels of performance with industry benchmarks and monitoring performance;

(e) Promoting the achievement of substantive objectives of the Organization through the implementation of information and communications technology solutions, including the enterprise resource planning system.

(b) Other support services

Objective of the Organization: to ensure efficient, effective and high-quality support in the areas of procurement, travel and transportation and facilities management

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Efficient maintenance of the physical conditions of the facility	(a) Decreased number of infrastructure system malfunctions
(b) Improved efficiency of facility services in accordance with users' requirements	(b) Increased proportion of service requests completed within standard turnaround times
(c) Maintenance of efficient and cost-effective travel, visa and transportation services	(c) Maintenance of savings achieved relative to the full cost of travel
(d) Enhanced level of quality and timeliness in the acquisition of goods and services	(d) (i) An increase in the level of client satisfaction with services rendered by the Joint Purchase Service (Common Procurement Activities Group of the United Nations Office at Geneva and Geneva-based international organizations)
	(ii) Reduction in procurement processing time
	(iii) Increased percentage of respondents expressing satisfaction with the procurement service

Strategy

24.28 The other support services component of the subprogramme is the responsibility of the Central Support Services. Emphasis will be placed on enhancing the efficiency of facilities management and providing cost-effective, efficient and high-quality procurement and travel services.

C. United Nations Office at Vienna*

Subprogramme 2
Programme planning, budget and accounts (Vienna)

Objective of the Organization: to ensure the sound, effective and efficient financial management of United Nations assets under the purview of the United Nations Office at Vienna

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved monitoring and control of the programme budget and extrabudgetary resources	(a) (i) Reduced unliquidated obligations as a percentage of final appropriation
	(ii) Reduced percentage variance between extrabudgetary allotments and expenditure
(b) Improved client services	(b) (i) Reduction in the turnaround time for the issuance of extrabudgetary allotments
	(ii) Increased percentage of respondents to client surveys who rate the quality of services as at least "good" or "very good"
(c) Improved integrity of financial data	(c) (i) A positive audit opinion of the Board of Auditors on financial statements
	(ii) The absence of significant adverse audit findings related to other financial matters
(d) Timely and accurate financial transactions	(d) (i) Increased percentage of payments processed and transactions recorded within 30 days of receipt of all appropriate documents
	(ii) Reconciliation of bank accounts within 30 days of month's end
	(iii) Increased percentage of automatic disbursements through SWIFT

* The Department of Management at Headquarters is solely responsible for the implementation of subprogramme 1.

Strategy

24.29 The subprogramme is the responsibility of the Financial Resources Management Service. During the biennium, the Service will continue to strengthen the monitoring of budget performance, financial control and reporting. The Service will continue to assist all programme entities of the United Nations Office at Vienna and the United Nations Office on Drugs and Crime in the areas of programme planning, budgeting, implementation and reporting on budget implementation and financial management. The strategy will include: (a) improving client services and simplifying administrative processes; (b) providing assistance, guidance and training to programme managers and administrative units of client organizations on financial management and budgetary matters, review procedures and effective budget implementation; (c) strengthening internal financial control and streamlining financial procedures and guidelines to ensure effective financial management; (d) improving current procedures for the administration of extrabudgetary funds, including further increasing the timeliness of responses to client departments and offices; (e) participating in the formulation and keeping abreast of changes and developments in the United Nations policy on budget, finance, treasury and related areas, in particular as regards the new enterprise resource planning system and the International Public Sector Accounting Standards.

Subprogramme 3
Human resources management

Objective of the Organization: to maintain a high-quality human resources management system at the United Nations Office at Vienna

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved services, support and advice provided to staff and United Nations entities serviced by the United Nations Office at Vienna	(a) (i) Increased percentage of staff serviced at the United Nations Office at Vienna expressing satisfaction with the administrative services received (ii) Increased percentage of United Nations entities serviced by the United Nations Office at Vienna expressing satisfaction with the support and advice provided
(b) Improved versatility of staff	(b) (i) Increase in the staff mobility index (ii) Increase in the average number of training and other staff development activities per staff member
(c) Improved working environment	(c) Increased percentage of staff expressing satisfaction with the working environment, including with programmes that encourage and support mobility

Strategy

24.30 The subprogramme is the responsibility of the Human Resources Management Service. The Service will focus on implementing the Secretary-General's human resources management reform programme, in particular in the areas of: (a) staff development, by upgrading the staff's substantive and technical skills, linking learning and training initiatives closely to the performance appraisal system, succession planning, performance management, career development mechanisms, improved conditions of service and gender mainstreaming; and (b) strengthening a mechanism of staff and management accountability and responsibility at all levels. Efforts will also be made to ensure that appropriate medical services, including health and wellness programmes, are provided to staff of all United Nations entities stationed in Vienna.

Subprogramme 4
Support services (Vienna)

(a) Information and communications technology services

1. Objective of the Organization: to ensure that information and communications technology services support the operational goals of the Organization efficiently and effectively

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved alignment of information and communications technology initiatives with the Organization's operational objectives	(a) (i) Increased support for business processes (ii) Increased number of information and communications technology initiatives that are in line with the information and communications technology strategy
(b) Improved timeliness and effectiveness of information and communications technology acquisition and implementation processes	(b) Increased proportion of systems and services meeting business needs
(c) Increased efficiency and effectiveness in delivering and supporting information and communications technology applications, systems and services	(c) Increased number of services meeting expected service levels
(d) Increased responsiveness in closing operational gaps	(d) (i) Increased number of services provided according to industry best practices, as determined by organizations such as the International Organization for Standardization and other similar bodies (ii) Increased coverage of business-critical processes in the information technology business continuity plan

2. Objective of the Organization: to facilitate the achievement of the strategic goals of the Organization through information and communications technology

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved capability of the Organization in the area of the management and provision of services	(a) Increased number of services automated
(b) Improved support for substantive programmes in meeting the development goals of the Organization	(b) Increased number of substantive projects developed and implemented

Strategy

24.31 The subprogramme is the responsibility of the Information Technology Service of the Division for Management. The emphasis of the work programme will be on: (a) monitoring the performance and maturity level of information and communications technology services and their contribution to the achievement of the goals of the United Nations Office at Vienna and the United Nations Office on Drugs and Crime; (b) translating those Offices' functional and operational requirements into the effective and efficient acquisition and implementation of information and communications technology solutions, including the enterprise resource planning system; (c) identifying service requirements and defining commensurate delivery and support activities; (d) defining comparable levels of performance with industry benchmarks and monitor performance.

(b) Other support services

Objective of the Organization: to ensure efficient, effective and high-quality support in the areas of procurement, travel and transportation and office space management for the United Nations and affiliated entities

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Maintenance of efficient and cost-effective travel, visa and transportation services	(a) Maintenance of savings achieved relative to the full cost of travel
(b) Improved management of record-keeping at the United Nations Office at Vienna and the United Nations Office on Drugs and Crime	(b) (i) Increased percentage of offices implementing record-keeping standards (ii) Introduction and implementation of electronic filing at the United Nations Office at Vienna and the United Nations Office on Drugs and Crime, replacing traditional paper filing
(c) Enhanced level of quality and timeliness in the acquisition of goods and services	(c) (i) Increased percentage of respondents expressing satisfaction with the procurement service (ii) Reduction in procurement processing times

Strategy

24.32 The subprogramme is the responsibility of the General Support Section of the Division for Management. The focus will be on: (a) maintaining efficient and cost-effective travel, visa and transportation services, in particular through close cooperation with other United Nations system organizations located at the Vienna International Centre; (b) improving the record-keeping standards for the United Nations Office at Vienna and the United Nations Office on Drugs and Crime with a view to the achievement of a paperless office, focusing in particular on the electronic distribution and archiving of documents; (c) continuing to improve quality and reduce processing time in the area of procurement through increased automation and the further rationalization of the procurement process wherever possible; and (d) pursuing energy-saving and environmentally friendly measures at the Vienna International Centre.

D. United Nations Office at Nairobi*

Subprogramme 2
Programme planning, budget and accounts (Nairobi)

Objective of the Organization: to ensure sound, effective and efficient financial management of United Nations assets under the purview of the United Nations Office at Nairobi

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved monitoring and control of the programme budget and extrabudgetary resources	(a) (i) Reduced unliquidated obligations as a percentage of final appropriation
	(ii) Reduced percentage variance between extrabudgetary allotments and expenditures
(b) Improved client services	(b) (i) Reduction in the turnaround time for the issuance of extrabudgetary allotments
	(ii) Increased percentage of respondents to client surveys who rate the quality of services as at least "good" or "very good"
	(iii) Compliance with the benchmarks in the service-level agreements with the United Nations Environment Programme (UNEP) and the United Nations Human Settlements Programme (UN-Habitat)

* The Department of Management at Headquarters is solely responsible for the implementation of subprogramme 1.

(c) Improved integrity of financial data	(c) (i) A positive audit opinion by the Board of Auditors on financial statements (ii) The absence of significant adverse audit findings related to other financial matters
(d) Timely and accurate financial transactions	(d) (i) Increased percentage of payments processed and transactions recorded within 30 days of the receipt of all appropriate documents (ii) Reconciliation of bank accounts within 30 days of month's end (iii) Increased percentage of automatic disbursements through SWIFT

Strategy

24.33 The subprogramme is the responsibility of the Budget and Financial Management Service of the Division of Administrative Services. During the biennium, the Service will continue to take full advantage of technological innovations so as to streamline financial and budgetary processes further and to strengthen monitoring, financial control and reporting. The strategy will include:

(a) Managing the utilization of resources by leveraging technology to improve client services and to simplify administrative processes;

(b) Providing assistance, guidance and training to programme managers and administrative units of client organizations on budgetary matters, review procedures and effective budget implementation;

(c) Strengthening internal financial control and streamlining financial procedures and guidelines to ensure effective financial management;

(d) Reviewing, on a regular basis, workflow procedures to identify ways of ensuring a more efficient and faster response to clients;

(e) Monitor and review the implementation of information technology solutions, including the enterprise resource planning system, as well as the International Public Sector Accounting Standards.

Subprogramme 3
Human resources management (Nairobi)

Objective of the Organization: to maintain a high-quality human resources management system at the United Nations Office at Nairobi

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved services, support and advice provided to staff and United Nations entities serviced by the United Nations Office at Nairobi	(a) (i) Increased percentage of staff serviced by the United Nations Office at Nairobi expressing satisfaction for services received
	(ii) Increased percentage of United Nations entities serviced by the United Nations Office at Nairobi expressing satisfaction with support and services provided
(b) Improved versatility of staff	(b) (i) Increase in the staff mobility index
	(ii) Increase in the average number of training and other staff development activities completed per staff member
(c) Improved working environment	(c) Increased percentage of staff expressing satisfaction with the working environment, including with programmes that encourage and support mobility
(d) Improved staff health-care services	(d) (i) Increased percentage of clients expressing satisfaction with services rendered
	(ii) Decreased average waiting time for clients visiting the walk-in clinic

Strategy

24.34 The subprogramme is the responsibility of the Human Resources Management Service. The Service will focus on:

(a) Streamlining procedures and work processes, introducing automated administrative systems and providing relevant and timely information to client offices;

(b) Identifying and providing targeted training;

(c) Assisting client offices in meeting their human resources action plan targets;

(d) Promoting a service-focused, client-oriented work culture and encouraging critical feedback from offices that are serviced by the Human Resources Management Service;

(e) Improving work/life balance and working environment and providing appropriate medical services, including health and wellness programmes.

Subprogramme 4
Support services (Nairobi)

(a) Information and communications technology services

1. Objective of the Organization: to ensure that information and communications technology services support the operational goals of the Organization efficiently and effectively

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved alignment of information and communications technology initiative with the Organization's operational objectives	(a) (i) Increased support for business processes (ii) Increased number of information and communications technology initiatives that are in line with the information and communications technology strategy
(b) Improved timeliness and effectiveness of information and communications technology acquisition and implementation processes	(b) Increased proportion of systems and services meeting business needs
(c) Increased efficiency and effectiveness in delivering and supporting information and communications technology applications, systems and services	(c) Increased number of services meeting expected service levels
(d) Increased responsiveness in the closing of operational gaps	(d) (i) Increased number of services provided according to industry best practices, as determined by organizations such as the International Organization for Standardization and other similar bodies (ii) Increased coverage of business-critical processes in the information technology business continuity plan

2. Objective of the Organization: to facilitate achievement of the strategic goals of the Organization through information and communications technology

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved capabilities of the Organization in the area of the management and provision of services	(a) Increased number of services automated
(b) Improved support for substantive programmes in meeting the development goals of the Organization	(b) Increased number of substantive projects developed and implemented

Strategy

24.35 The subprogramme is the responsibility of the Information, Communication and Technology Service of the Division of Administrative Services. The strategic focus of the Service in the area of information and communications technology will be to align its information and communications technology programme closely with the overall strategy of the Secretary-General to create an electronic United Nations by providing and enhancing access to and the sharing of information, while offering the best available and most cost-effective set of common information and communications technology services, including the enterprise resource planning system, products and infrastructure to the United Nations entities in or operating from Kenya.

24.36 The Information, Communication and Technology Service will focus on delivering tangible returns in three areas that are considered to be representative of the core activities of the Organization: (a) administrative and management processes; (b) the sharing and dissemination of the Organization's institutional knowledge through electronic repositories of information; and (c) the servicing of the intergovernmental and expert bodies of UNEP and UN-Habitat. The following elements, as building blocks in the delivery of value-added services to the three focus areas, will be strengthened: (a) a robust infrastructure; (b) security policies and provisions to ensure business continuity; (c) reliable connectivity with the field and Headquarters; (d) automation of business processes and procedural workflows; and (e) the building and efficient utilization of a skilled human resources capacity.

(b) Other support services

Objective of the Organization: to ensure efficient, effective and high-quality support in the areas of procurement, travel and transportation, facilities management, mail, pouch and archives and record management

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved physical conditions of the United Nations compound	(a) Decreased number of infrastructure system malfunctions
(b) Improved efficiency of facility services	(b) Increased proportion of service requests completed within standard turnaround times
(c) Maintenance of efficient and cost-effective travel, visa and transportation services	(c) Increased savings achieved relative to the full cost of travel
(d) Improved management of record-keeping	(d) Increased percentage of offices implementing record-keeping standards in the United Nations Office at Nairobi, UNEP and UN-Habitat
(e) Enhanced level of quality and timeliness in the acquisition of goods and services	(e) (i) Increased number of long-term agreements such as blanket purchase orders and systems contracts (ii) Reduction in procurement processing time

(f) Expanded cost-sharing mechanism and common services	(f) Increased number of subscribing/cost-sharing agencies

Strategy

24.37 The subprogramme is the responsibility of the Support Services Service of the Division of Administrative Services. The Service will seek to harmonize policies and procedures, concentrate on business process re-engineering, build capacity, introduce common services, build partnerships with clients and improve infrastructure. It will focus on:

(a) Reducing the turnaround time for the provision of facilities services;

(b) Improving and upgrading facilities;

(c) Maintaining efficient and cost-effective travel, visa and transportation services, in particular through close cooperation with other United Nations system organizations;

(d) Further improving quality and processing time in the area of procurement through increased automation and the further rationalization of the procurement process;

(e) Facilitating access to archival materials and advocating the adoption of record-keeping best practices by organizational entities in Nairobi.

Legislative mandates

Overall

General Assembly resolutions

41/213	Review of the efficiency of the administrative and financial functioning of the United Nations
42/211	Implementation of General Assembly resolution 41/213
52/12 A and B	Renewing the United Nations: a programme for reform
55/231	Results-based budgeting
57/300	Strengthening of the United Nations: an agenda for further change
58/269	Strengthening of the United Nations: an agenda for further change
59/296	Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations: cross-cutting issues
60/1	2005 World Summit Outcome
60/260	Investing in the United Nations: for a stronger Organization worldwide

60/266	Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations: cross-cutting issues
60/283	Investing in the United Nations: for a stronger Organization worldwide: detailed report
61/276	Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations: cross-cutting issues
61/279	Strengthening the capacity of the United Nations to manage and sustain peacekeeping operations
62/236	Questions relating to the proposed programmed budget for the biennium 2008-2009
62/238	Special subjects relating to the proposed programme budget for the biennium 2008-2009

Subprogramme 1
Management services, administration of justice and services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination

General Assembly resolutions

57/307	Administration of justice in the Secretariat
58/268	Programme planning
58/280	Review of duplication, complexity and bureaucracy in United Nations administrative processes and procedures
58/316	Further measures for the revitalization of the work of the General Assembly
59/271	Report of the Secretary-General on the activities of the Office of Internal Oversight Services
59/272	Review of the implementation of General Assembly resolutions 48/218 B and 54/244
59/275	Programme planning
59/283	Administration of justice of the United Nations
59/313	A strengthened and revitalized General Assembly
60/254	Review of the efficiency of the administrative and financial functioning of the United Nations
60/260	Investing in the United Nations: for a stronger Organization worldwide
60/283	Investing in the United Nations: for a stronger Organization worldwide: detailed report

61/245	Comprehensive review of governance and oversight within the United Nations and its funds, programmes and specialized agencies
61/261	Administration of justice at the United Nations
61/275	Terms of reference for the Independent Audit Advisory Committee and strengthening the Office of Internal Oversight Services
62/228	Administration of justice at the United Nations

Subprogramme 2
Programme planning, budget and accounts

General Assembly resolutions and decisions

49/233	Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations
57/575	Results-based budgeting
59/296	Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations: cross-cutting issues
60/234	Financial reports and audited financial statements, and reports of the Board of Auditors
60/257	Programme planning
61/233	Financial reports and audited financial statements, and reports of the Board of Auditors
61/235	Programme planning
62/223	Financial reports and audited financial statements, and reports of the Board of Auditors
62/224	Programme planning

Subprogramme 3
Human resources management

General Assembly resolutions

49/222 A and B	Human resources management
51/226	Human resources management
52/252	Revisions to article I of the Staff Regulations and chapter I of the 100 series of the Staff Rules of the United Nations
53/221	Human resources management
55/258	Human resources management
57/305	Human resources management

58/144	Improvement of the status of women in the United Nations system
59/266	Human resources management
60/238	Human resources management
61/239	United Nations common system: report of the International Civil Service Commission
61/244	Human resources management
61/262	Conditions of service and compensation for officials other than Secretariat officials: members of the International Court of Justice and judges and ad litem judges of the International Tribunal for the Former Yugoslavia and the International Criminal Tribunal for Rwanda
61/274	Comprehensive proposal on appropriate incentives to retain staff of the International Criminal Tribunal for Rwanda and the International Tribunal for the Former Yugoslavia

Subprogramme 4
Support services

General Assembly resolutions and decisions

31/194	Utilization of office accommodation and conference facilities at the Donaupark Centre in Vienna
56/286	Strengthening the security and safety of United Nations premises
57/279	Procurement reform
57/304	Information and communication technology strategy
58/263	Report of the Joint Inspection Unit on the revenue-producing activities of the United Nations system
58/272	Special subjects relating to the proposed programme budget for the biennium 2004-2005, section I, information and communication technology strategy
58/276	Outsourcing practices
58/277	Report of the Joint Inspection Unit on the management audit review of outsourcing in the United Nations and the United Nations funds and programmes
58/278	Report of the Joint Inspection Unit on common and joint services of the United Nations system organizations at Vienna
59/276	Questions relating to the programme budget for the biennium 2004-2005
59/288	Procurement reform

61/246	Procurement reform
61/251	Capital master plan
62/87	Capital master plan